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Director of Training

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Chief, Intelligence Training Division

Intermediate and Advanced Courses

1. Although at present the main objective of the Intelligence School must be that of developing the Basic Intelligence Course to its maximum effectiveness, I believe some thought and planning can be given to the intermediate and advanced courses which we have had in mind to round out the School program. I am submitting, therefore, some ideas about the nature of such courses.

2. Our three levels of training in the School should have, it seems to me, these general aims:

a. Basic Intelligence Course--to introduce new professional officers to the nature of the profession they are entering and to instruct them in the fundamental principles, methods, and techniques of non-covert intelligence work.

b. Intermediate Intelligence Course--to improve the skill and proficiency and increase the versatility of experienced middle-grade officers.

c. Advanced Intelligence Course--to enhance the qualifications of senior officers occupying positions of a "generalist" nature or officers considered potential occupants of such positions.

3. The intermediate course, in my opinion, should be designed for middle-grade professional employees, about GS-9 to GS-13, who have had at least three years of experience in the Agency. It should be organized in discussion-seminar groups according to the kinds of work the trainees are performing. Thus, there might be a research group, an analyst group and an editorial group. The course for each group would consist of discussion and practice periods in the principles and methods of the functional specialty concerned. An effort would be made to capture the progress that has been made within the Agency and to instruct the trainees in the best methods and practices developed to date. By bringing together persons from different offices, there should be an exchange of ideas and experience. The seminar on research techniques which we are discussing with the Office of Intelligence Support should give us some guidance about intermediate level courses.

4. With reference to the advanced course, I think that we should aim to establish eventually a program of intelligence studies comparable to that of the National War College in the fields of foreign policy and strategy. I envisage such a program as including (a) the study of basic problems of intelligence organization and activity and (b) the study of

foreign areas and foreign situations from the intelligence standpoint. This course would be for senior officers of CIA who have had considerable intelligence experience and who have advanced or who have the potentiality for advancement beyond a position of a specialised character. Qualified officers of the IAC agencies could be enrolled. The length of the course would depend upon the nature of the curriculum, but it should be sufficient to allow time for extensive reading, discussion, and reflection. From each offering of the course might come some studies worthy of use as training materials or for limited circulation in the Agency.

5. In planning the advanced course, we should avoid duplicating training available in other governmental schools or private institutions. We can do this, I believe, by keeping the course constantly focused on the subject of intelligence.

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